

NEWSLETTER The Oracle

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Including the Army in the Third Offset Strategy

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The Oracle

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by Major R. Clayton McVay, U.S. Army

Army efforts in robotics and autonomous systems closely align with the Department of Defense's (DoD) Third Offset Strategy. However, future Naval and Air Force technologies are the Third Offset Strategy's focus. In order to capture additional funding in today's fiscally-constrained environment, the Army should emphasize its robotics and autonomous efforts to the DoD. To do this, the Army must demonstrate its successes over the last decade and a half of war with robotics. Second, it should show how it plans to gradually introduce advanced autonomy into the formation. Finally, the Army should demonstrate to the DoD its continued investment in robotics and autonomous systems as it continues to provide capabilities to its formation.

Department of Defense's Third Offset Strategy

On 15 November 2014, the Secretary of Defense, Secretary Chuck Hagel, announced its "Third Offset Strategy."¹ This third effort follows what has become known as the first and second offset strategies.

¹ Hagel, Chuck. "Reagan National Defense Forum Keynote." Speech, Reagan National Defense Forum, CA, Simi Valley, November 15, 2014.

FROM THE EXECUTIVE AGENT: — — — — —



BG(P) John A. George, Director
Director of Force Development
FA50 Executive Agent

Team,

Don't blink - it will be June! Thank you for all of your efforts this Fall to advance initiatives to strengthen our Army's warfighting capabilities. As we close out 2016, I am so proud of the performance you have provided to our leaders across the Army. I've heard from many commanders directly about how well each of you are doing and how valued our FA50 family is for solving tough problems.

Now the time to take a well-deserved break and to celebrate with your loved ones has come. Shannon and I want to wish you and your loved ones a joyous and wondrous Holiday season! Especially to those who are overseas or deployed and won't be with your families this

holiday season, we want you to know that you're in our thoughts and prayers.

I thank each and every one of you for your enthusiasm, your professionalism, your hard work and the sacrifices you make each and every day. Please thank your Families and loved ones who contribute so much to our mission by supporting you in the work you do.

Please enjoy your time away, and keep safety in mind during your travels. We want to see all of you back in the New Year, refreshed and ready for the challenges ahead. We still have a lot of work to do to balance between maintaining the current force, improving platforms and capabilities for the next fight and investing in materiel development that will make us successful in the future fight.

Again, thank you for all you do for developing the most modern, most respected and most ready force on the planet.

My Family and I wish you and yours the very best holiday season, and health and happiness in the New Year!

BG(P) John A. George

BG John George

ARMY STRONG!

Director of Force Development
Executive Agent for Functional Area 50

The first offset began in 1950 when President Dwight D. Eisenhower was faced with the Soviet Union's massive conventional fighting force. As an economical way to deter the Soviets without developing his own large conventional fighting force, Eisenhower authorized the development of a nuclear arsenal. This arsenal became one of the key components for the Soviet deterrence of aggression.

By the 1970's the Soviets had developed their own nuclear arsenal and had largely eroded the technological superiority the U.S. had held over the previous two decades. In order to again develop technological superiority to deter the Soviets, the Defense Advanced Research Project Agency (DARPA) developed precision munitions. The belief was that the U.S.'s precision weapons, although less in quantity, could defeat Russia's many less-accurate conventional weapons. On the battlefield, accuracy would trump quantity.²

Today, as in the 1970's, the U.S.'s technological superiority is again eroding. Technologies once only available to advanced nations is becoming increasingly available to small rogue nations such as Iran and North Korea and terrorist organizations such as Al Qaeda and Hezbollah. Within the last decade China and Russia have begun massive modernization efforts matching much of the U.S.'s capability with that of their own. The U.S. is no longer guaranteed technological dominance on the battlefield.³

The 2017 National Defense Authorization Act, currently in debate by Congress, is the official launch of the new offset strategy. This bill contains a list of the technologies the Department of Defense is pursuing as part of its new offset

strategy. While much of the offset strategy is classified, it appears that the Air Force and the Navy will be the primary benefactors to investments in targeted areas to include anti-access and area denial (A2AD), guided munitions, and undersea warfare. All of the services will benefit from investments in the remaining three targeted areas: cyber and electronic warfare, human-machine teaming, and wargaming and concepts development. Many of these investments are currently ongoing and it appears that the Third Offset Strategy, while partly investing in next-generation efforts, is primarily focused in advancing current Navy and Air Force programs.⁴

The Army is beginning to invest heavily in robotics and autonomous systems (RAS). These efforts closely align with human-machine teaming, however they are not yet captured under the Third Offset Strategy umbrella. If the Army could demonstrate how its RAS strategy aligns with the Department of Defense's offset strategy, the service would be better suited to fielding capabilities that would create a more capable, agile, and persistent force. This RAS-enabled force, would ensure a technological superior force well into the future.

Standing On the Shoulders of Giants

In 1898 Nicholas Tesla demonstrated long-wave wireless communication of a remote controlled vehicle in Madison Square Gardens.⁵ Just two years later he suggested vehicles would exist that would "... be able to follow a course laid out or to obey orders given far in advance; it will be capable of distinguishing between what it ought to do and of making experiences ... of recording impressions which will definitely affect its

² Work, Bob. "The Third U.S. Offset Strategy and Its Implications for Partners and Allies." Speech, Center for New American Security, Willard Hotel, Washington D.C., January 28, 2015.

³ Hagel, Chuck. "Reagan National Defense Forum Keynote." Speech, Reagan National Defense Forum, CA, Simi Valley, November 15, 2014.

⁴ Eaglen, Mackenzie. "What Is the Third Offset Strategy?" What Is the Third Offset Strategy? February 16, 2016. Accessed June 10, 2016. http://www.realcleardefense.com/articles/2016/02/16/what_is_the_third_offset_strategy_109034.html

⁵ Singer, P.W. *Wired for War: The Robotics Revolution and Conflict in the 21st Century*. New York: Penguin Press, 2009, 46.

subsequent actions.”⁶ By 1915 an “Electric Dog” was developed for the U.S. military that enabled a small three-wheeled vehicle to follow an individual autonomously at night using a flashlight and two selenium cells. In 1917 a patent was filed for a

⁶ Finkelstein, Robert. “Military Robotics: Malignant Machines or the Path to Peace?” Lecture. Accessed June 10, 2016. http://www.roboticstechnologyinc.com/images/upload/file/Presentation_Military_Robotics_Overview_Jan_10.pdf. Revised January 2010.



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“Land Torpedo” – a device capable of remotely delivering an explosive payload.⁷

The use of military robotics continued during both World Wars and into today. From the wars in Afghanistan and Iraq, the U.S. purchased and fielded over 12,000 robots for a variety of uses dealing primarily with dangerous, dirty, and dull tasks. The use of military robotics have been increasing at an exponential rate. Currently robots (in some form or fashion) are employed in all the military domains: land, air, maritime, space, and cyberspace. Army robot efforts today look to the past for inspiration.

The Common Robotic System – Individual (CRS-I), currently in development, is a 25 lbs. back-packable robot that is intended for infantry; engineer; emergency ordinance disposal (EOD); chemical, biological, radiation, and nuclear (CBRN); and special operations forces (SOF) Soldiers. It is reminiscent of robots used in Iraq by the engineer and EOD forces to interrogate improvised explosive devices (IEDs).

Like the bomb-diffusing robots used in Iraq and Afghanistan the Man-Transportable Robotic System (MTRS) Increment II, also in development, is a 160 lbs. robot that is a larger version of what the CRS-I hopes to become. It will be transported around the battlefield by vehicle and will comprise a manipulator arm, camera, and other modular mission payloads depending on its particular mission. This robot is intended for engineers, CBRN, and EOD Soldiers.

For route and area clearance missions in Afghanistan, the Army purchased a commercial-off-the-shelf (COTS) remote controlled robotic light flail. This system proved effective as a solution to an operational needs (ONS) from theater. As such, it has been converted into a program of record

⁷ Graham, Edward. Land-Torpedo. US Patent US 1350220 A, filed November 17, 1917, and issued August 17, 1920.

and is undergoing reset and standardization prior to begin fielding in 2017. This robot is a six-ton remote-controlled flail that uses a series of spinning chains to remotely detonate explosive hazards during area and route clearance operations.



The Squad Multipurpose Equipment Transport (SMET) is an upcoming program of record that promises to provide the dismounted squad the ability to offload some of its equipment during long-duration squad missions. The SMET is expected to carry some of the logistical supplies a dismounted squad needs during long missions such as water, ammo, etc. The SMET will be available in different sizes with different load capabilities and is expected to provide a means for non-standard casualty evacuation, electrical power generation, and act as a communications relay for the squad's radio. The SMET will maneuver under its own power and will require limited control from its operator. Several industry representatives have built and demonstrated surrogate systems for the Army. The most significant of these demonstrations was Boeing's Squad Mission Support System (SMSS) evaluation in Afghanistan.

The Soldier Borne Sensor (SBS) is another

upcoming program of record that will fill a decade-old gap by providing the dismounted maneuver squad the ability to view live video from behind a covered and concealed position through the use of a small Soldier-carried unmanned air system.

The SBS will be able to fit in a Soldier's cargo pocket and will provide video during both day and night operations. Special Forces Soldiers have used surrogate systems similar to the SBS during recent combat operations. Additionally, other U.S. allies have fielded systems to their dismounted infantry for several years.

The CRS-I, the MTRS Increment II, the M160, the SMET, and the SBS are all systems that are either currently or will be shortly available. These systems capitalize on the efforts undertaken in robotics over the last hundred years and especially over the last fifteen years of combat operations. The Army should work with the Department of Defense to include these programs as part of its Third Offset Strategy as these systems will develop the common architecture, modular configurations, and standards necessary for robotics to vault the Army into an era of increasing capabilities.

Gradually Introduce Advanced Autonomy into the Formation

Today's increasingly complex operating environment is faced with a variety of conventional and unconventional threats. Terrorism has been the focus of the nation's most recent combat operations and with a resurgent Russia and an adolescent China the U.S. will be faced with a variety of current and future threats for decades to come. While future warfare will arguably always place human lives in danger, advances in robotics and autonomous systems will place fewer personnel forward and thus removed

MESSAGE FROM THE PDO CHIEF



LTC Edwin Serrano
Chief, FA50 Proponency Office

Fellow FA50s;

A lot has happened this past quarter in the FA50 world. As the hard work of our FA50 community continues to be recognized, the expectations and demands placed on force managers throughout our Army continues to increase.

1. VTIP is the only way to recruit officers. The goal of HRC and the FA50 PDO is to recruit 35 to 50 officers per year. During FY16, we focused recruiting on Year Groups 07, 08, 09 and 10. As a result, we recruited 42 new officers by targeting specific branches like MI, SF, LG, and SC. For FY17, our goal is to recruit 40-50 officers. During the last HRC VTIP Selection Panel, we assessed 18 new officers into the functional area from LG, IN, and SC. The next VTIP Panel is schedule for 3Q FY17 and YG09 officers are the primary target. As always, a major part of our recruiting effort is you. If you are working with or mentoring a young officer who would make a good Force Manager, encourage them to consider FA50. HRC conducts two VTIP panels per year in order to align the VTIP results with OPMD manning cycles. These panels are conducted in OCT/NOV and APR/MAY every year.

2. Our intent for broadening programs is to develop an officer's capability to see, work, and learn. FA50 officers looking to advance their education and pursue a broadening experience, should apply to our ACS, Fellowship and TWI programs. Officers interested in either program must apply during the application window. For planning purposes, guidance goes out at the end of March. Application packets are due to the PDO in September. The FA50 Selection Panel is held annually during the first quarter of the year. They will select officers to participate in Advanced Civil Schooling, Fellowship and TWI Programs. We encourage all officers interested in advancing their education and experience to apply for these opportunities. FA50s have a great return on investment for these programs; 71% of ACS participants and 80% of TWI participants are promoted to the next rank.

3. As many of you know, we are working with HQDA G-1 to update DA PAM 600-3. These updates include details of our CSL program, the definition of FA50 key and developmental billets, and to clarify AGR officers O-Course attendance requirements. Additionally, we will provide a better explanation of the Broadening Opportunities Program to include ADSO and tour utilizations. The new regulation is expected to be released by 1Q FY18.

4. HQDA G-8 FD will sponsor the 2017 Senior Force Manger Seminar (SFMS) during the spring time. The current plan is to hold the SFMS 16 to 18 May, 2017, at the Pentagon Conference Center (PCC).

MESSAGE FROM THE PDO CHIEF

The SFMS is where our FA50 COLs, LTC (P)s of all compos and GS-15 civilian Force Managers have an opportunity to meet and talk with our Army Leadership and other key speakers about our expertise - "how the Army runs." Officers recently selected for promotion or for CSL positions are strongly encouraged to attend. The 2017 SFMS theme is "Resource - Rebuild, Rethink, and Maintain" is in accordance with the CSA's strategic priorities.

5. In FY17, the FA50 community lost 14 authorizations due to the Army's Total Force reduction mandate. HODA G8, FD directorate, lost a total of 10 authorizations, the largest deduction of authorizations to a single organization. Additionally, US Army Europe, ARCENT and the Joint Staff also saw reductions in FA50 authorizations. In order to mitigate some of these losses, the FA50 community has grown new authorizations across several Army commands; ARCYBER, NORTHCOM, 1st Special Forces Command, Defense Intelligence Agency, AFRICOM and the Inspector General. There was no change to FA50 authorizations in operational organizations. The tables below are a quick snapshot of FY16 and FY17 Authorizations.

FY16 Authorizations: 217

- CPT x 10
- MAJ x 109
- LTC x76
- COL x 22

FY17- Authorizations: 203

- CPT x 6
- MAJ x 99
- LTC x75
- COL x23

The FA50 PDO office will continue to work with Army commands who are interested in adding FA50 officers to their organizations. We would like FA50 officers to assess force management duties in their organization and identify current O1A positions performing force management duties. We encourage you to convert these authorizations to FA50. FA50 officers have the technical aptitude to design organizations to support Army and Joint warfighting concepts, doctrine, and requirements. Additionally, force management officers have the technical aptitude necessary to grasp complex, and abstract ideas. If you need additional assistance or guidance, feel free to contact the PDO.

6. Over the summer, the FA50 PDO received approval of an exception to policy for FY17 CSL select officers to attend PCC. That was good news. Now, I have even better news. We just received approval from Army G-3 for our request to change AR 350-1 regarding FA50 CSL officer attendance at PCC. This means that FA50 CSL officers will be able to attend PCC in FY18 and beyond.

Happy New Year!

LTC Edwin Serrano

Ed Serrano

Chief, FA50 Personnel Development Office

ARMY STRONG!!!

from harm's way.⁸ It is here that the Army can offer to the DOD investments that can be applied to the Third Offset Strategy, specifically in human-machine teaming.

The Army Capabilities Integration Center (ARCIC) is about to publish its Robotics and Autonomous Systems Strategy. This strategy outlines how the Army will introduce advanced autonomy and robotics into its formation paced with industry and ahead of its near-peer threats. The strategy's focus is to accomplish overmatch by increasing capabilities using "Human-Machine Collaboration and Training". This effort will transition robots as merely tools for the warfighter to full teammates. Within 30 years Army robotics and autonomous systems will support the Army by offering increased protection; lightening the warfighter's physical and cognitive workloads; increasing sustainment through distribution, throughput, and efficiency; and facilitating movement and maneuver.⁹

Near-term efforts focus on establishing the programs of records previously discussed and fielding initial robotics and autonomous systems capabilities to the force. The Army will accomplish this by leveraging commercial and government off-the-shelf technologies (COTS and GOTS). Commercial technology has advanced to the point that the Army can begin to introduce semi-autonomy to its ground vehicles.

Science and technology efforts today will provide capability in the mid- and long-terms. In 2014 Central Command (CENTCOM) conducted a Joint Capabilities Technology Demonstration (JCTD) evaluating heavy truck leader-follower technology.

⁸ United States. Department of Defense. United States Army, Training and Doctrine Command. DRAFT Robotic and Autonomous Systems Strategy, 1.

⁹ Ibid. Graham, Edward. Land-Torpedo. US Patent US 1350220 A, filed November 17, 1917, and issued August 17, 1920.

Leader-follower consists of an appliqué kit applied to an existing Army truck. The kit comprises sensors, cameras, and computers that enables one manned truck to control up to seven unmanned follower trucks. Within a convoy, the unmanned follower trucks follow the path the manned leader truck takes. In the event that obstacles present themselves, the follower trucks have sufficient autonomy to respond appropriately. Appropriate follower-truck responses include obstacle avoidance, braking, stopping, etc.

This leader-follower appliqué technology illustrates the goals of the DoD's Third Offset Strategy in human-machine collaboration. This science and technology effort is expected to transition to the Defense Acquisition System soon – the Capability Development Document (CDD) has completed initial Headquarters, Department of the Army (HQDA) staffing, however, the funding to fully develop and procure this capability is not yet budgeted in the FY17 President's Budget. This is an effort that is prime for the Third Offset Strategy and should be funded by the DoD.

Leader-follower appliqué is a gateway technology that if successful, will provide a means to introduce advanced autonomy into the mounted formation. Achieving autonomy is an iterative process that began with Tesla's first remote control vehicle in 1898. The use of remote control vehicles to conduct combat tasks is mostly how the Army uses robots today. Generally, for a robot to conduct a task, the robot requires a single operator focused solely on the task at hand. For example, an EOD technician controls a robot as it remotely interrogates an explosive device. A UAS operator flies a UAS Raven to conduct reconnaissance for the infantry company. The operators are focused solely on the task at hand. The robots are merely tools. Leader-follower appliqué allows one vehicle, manned by two Soldiers, to control up to seven additional vehicles. In this case, leader-follower appliqué utilizes

semi-autonomy that allows for less operator interaction. This evolution of autonomy will continue as robots transition from tools to team members.

The next logical step, after autonomy is incorporated into the Army's tactical wheeled vehicle fleet, is to introduce autonomy into the Army's armored formations. At the most basic level tanks operate in a section comprising two tanks; tanks serve as wingmen to each other. In the future, one of those tanks could be a robot that acts as a "robotic wingman." With no Soldiers in the vehicle the robotic wingman could be armored less and thus be faster, lighter, and more maneuverable. Combined with a high degree of autonomy, the robotic wingman could serve as a reliable member of a tank section performing the most dangerous tasks required at hand.¹⁰ The first vehicle through a breach should be the robotic wingman, the vehicle in the lead during the attack should be the robotic wingman, the screening vehicle in front of the main defense should again be the robotic wingman. Given a high level of autonomy, the robotic wingman would enable greater persistence, awareness, and thus situational awareness.

Dismounted maneuver forces would benefit from a "robotic wingman" as well. The SMET described above could provide many of the same tasks to the dismounted infantryman that the robotic wingman provides to the armored formation. In addition to carrying much of the dismounted squad's logistical load, a "dismounted wingman" could provide many of the most dangerous tasks the dismounted maneuver squad faces during combat operations. DARPA is currently evaluating a series of potential

technologies such as this with its DARPA Squad X program. The Squad X dismounted wingman, serving as a surrogate SMET, will be able to enhance a squad's situational awareness while offering greater range and reach for the squad under combat conditions.¹¹

As autonomy continues integrating throughout the Army's formation additional robotics and autonomy capabilities will evolve. Special Operations Command (SOCOM) is developing advanced Soldier-donned robotics into its Tactical Assault Light-Operator Suit (TALOS). This human appliqué provides additional body armor, increased situational awareness, and physical strength to the Soldier. Other technologies such as this will continue to present themselves and the Army must be ready to develop and evaluate their effectiveness for the warfighter.

Prepare for the Future

In order for autonomy to make its way through the tactical wheeled vehicle fleet into the dismounted formation and finally to armored formations, investments in science and technology need to occur long beforehand. The DOD's Third Offset Strategy is a way to accomplish this task with fiscal resources, however a community of practice is also necessary with frequent demonstrations of increasing capability.

The Research Development and Engineering Command (RDECOM) is establishing a robotics community of practice (CoP) to leverage expertise from within its own organization, government as a whole, industry, and academia. Additionally the community of practice must work with the services and other organizations that have equities in robotics and autonomous systems.

Participating Army organizations include the

¹¹ Squad X Program Envisions Dismounted Infantry Squads of the Future. March 15, 2016. Accessed July 19, 2016. <http://www.darpa.mil/news-events/2016-03-15>.

¹⁰ United States. Department of Defense. Department of Defense Directive Number 3000.09. By Ashton B. Carter, 21 November 2012. "Persons who authorize the use of, direct the use of, or operate autonomous and semi-autonomous weapon systems must do so with appropriate care and in accordance with the law of war, applicable treaties, weapon system safety rules, and applicable rules of engagement (ROE)."

Tank and Automotive Research, Development and Engineering Center (TARDEC); the Aviation and Missile Research, Development and Engineering Center (AMRDEC); the Armament Research, Development and Engineering Center (ARDEC); the Army Research Laboratory (ARL); the Communications-Electronics Research, Development and Engineering Center (CERDEC); the Edgewood Chemical and Biological Center (ECBC); the Engineering Research and Development Center (ERDC); the Natick Soldier Research Development and Engineering Center (NSRDEC); the Training and Doctrine Command (TRADOC); the various Program Executive Offices (PEOs); and the Headquarters, Department of the Army (HQDA).¹²

In order to facilitate collaboration and enable archival of work, the TARDEC is planning to sponsor a web portal similar to the civilian-led Robot Operating System (ROS). ROS is a robotics and autonomy community-organized effort to share previous work that provides engineers "... a collection of tools, libraries, and conventions that aim to simplify the task of creating complex and robust robot behavior across a wide variety of robotic platforms."¹³ ROS began in November 2007 after Stanford University experimented with various available robotic architectures.

ROS-Industrial is a subset of ROS that enables robotic engineers across the industrial enterprise to quickly build software for their particular application. ROS-Industrial provides an open architecture, modular, and interoperable software library of code from which users can both draw and contribute. It is a living database that is constantly being improved by the community. Its power and success lies in the fact that users can build on the success of others. To date,

¹² United States. Department of Defense. United States Army, Training and Doctrine Command. DRAFT Robotic and Autonomous Systems Strategy, 20-21.

¹³ About ROS. Accessed July 18, 2016. <http://www.ros.org/about-ros/>.

ROS-Industrial has become the standard within industry for industrial robots. TARDEC is going to attempt to establish a "ROS-Military" that hopes to achieve the same success within the Army that ROS-Industrial has achieved within industry.¹⁴ The Common Robotic System (CRS-I), described above, is the first robotic program of record that will benefit from a government-owned, modular, open architecture.¹⁵

As the community of practice achieves success, demonstrations and operational experiments will provide senior leaders an opportunity for feedback and assist in securing resources for ongoing and future endeavors. While developments in autonomy will indeed be deliberate, there will be setbacks and failures. Demonstrations and experiments will enable the warfighting community the opportunity to refocus its efforts and make course adjustments sooner rather than later saving valuable resources.

The Army's draft ROS strategy states, "The requisite technology for fully unmanned autonomous systems is extremely complex, akin to compressing the equivalent of millennia of human development into a few decades of technical advancements." The Army has started its investment in robotics for the near term. The S&T community is establishing its community of practice, funds are in place to develop an initial equipment set of robotics, but in order for the effort to continue and in order for the Army to fully benefit from the capabilities robotics and autonomous systems provide additional funding is necessary. Currently the DoD's Third Offset Strategy is designed to usher in the next set of overmatch capabilities for the nation's military.

¹⁴ Sadowski, Robert. National Defense Industrial Association - Ground Robotics Capabilities Conference and Exhibition, Waterford, Springfield, VA, March 3, 2016.

¹⁵ United States. Department of Defense. Department of the Army. Department of Defense Fiscal Year (FY) 2017 President's Budget Submission, Army Justification Book of Research, Development, Test & Evaluation, Army RDT&E - Volume II, Budget Activity 5. 215.

Third Offset continued from page 10

The Third Offset Strategy should fund the resources for the Army's science and technology (S&T) efforts in robotics and autonomous systems today. With the DoD's help with resources, an established community of practice, and frequent technology demonstrations the Army will provide this overmatch capability to its warfighters.

Conclusion

The Army is essentially pursuing its own service-oriented Third Offset Strategy with limited DoD assistance. In order to capitalize on the DoD's Third Offset Strategy the Army needs help with funding to ensure it fully funds its near-term efforts in robotics and autonomous systems within the current budget. The DoD can assist the Army with research funds for its mid- and far-term priorities by applying funding to appropriate science and technology efforts. The Army will continue its investment in science and technology, however, without the help

of the DoD the Army lacks sufficient funds to capitalize on the potential offered with robotics and autonomous systems. The Army should work with the DoD in demonstrating how its efforts are closely aligned with the Third Offset Strategy.

Major R. Clayton McVay is a Staff Synchronization Officer within the Headquarters, Department of the Army, G8. His past assignments have included brigade engineer, West Point assistant professor, and company commander. He holds a graduate degree from the University of California – Berkeley in mechanical engineering and recently completed the Functional Area 50 Qualification Course on Fort Belvoir.



THE U.S. ARMY COMBAT VEHICLE MODERNIZATION STRATEGY

An Enduring Modernization Strategy for Future Army Formations

by MAJ Andrew Forney and MAJ Tony Alvarez, U.S. Army

For the last fifteen years, the U.S. Army focused on fighting our nation's wars. To best resource our Soldiers and leaders in harm's way, the Army rightly prioritized the warfighter's immediate tactical needs, knowingly sub-optimizing modernization initiatives and the development of next generation combat vehicles. At the same time, our potential adversaries invested in disruptive technologies to counter the strength of our formations. Consequently, the cumulative effects of these actions left the Army – and particularly our combat vehicles – at risk of being overmatched and destroyed on the battlefield.

The FVC CoC reviews all aspects of manning, equipping, funding, training, and stationing to ensure that the organizations attain a readiness category of level C-3 or better upon activation or conversion in order to assist ARNG Senior Leaders in shaping the most cost-effective force, while emphasizing readiness, modernization and capability.

To coordinate much-needed modernization efforts, the Army published The U.S. Army Combat Vehicle Modernization Strategy in 2015. The strategy pragmatically aligns ends, ways, and means to maintain the world's preeminent combat vehicle fleet capable of providing commanders with the appropriate mix of mobility, protection, and lethality needed to win decisively in a complex world. As the foundational element of the Joint Force, the Army must posture itself to execute expeditionary maneuver, joint combined

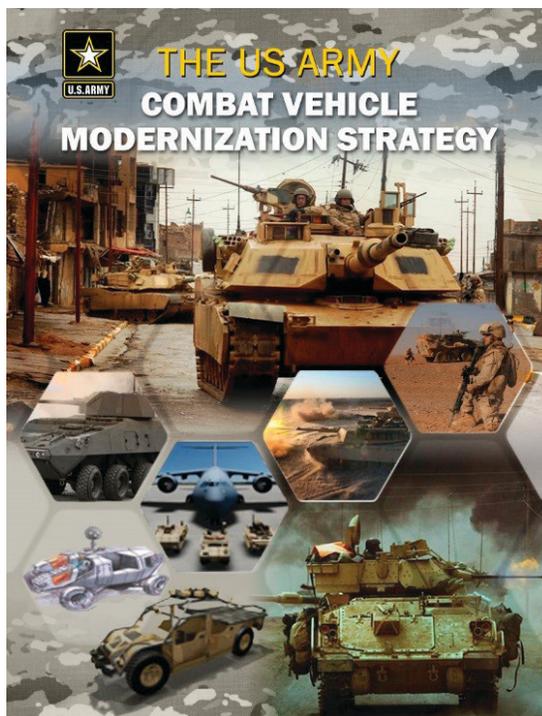


Figure 1 - The U.S. Army Combat Vehicle Modernization Strategy (2015)

arms maneuver, and wide area security; all tasks require the teaming of modernized combat vehicles, well-trained Soldiers, and adaptive leaders.

Evaluating Trends

Effective modernization requires the U.S. Army to evaluate trends in the current operational environment and project their effects into the future. Conflicts in Syria and Ukraine have not only demonstrated the continued importance of combat vehicles, but shows how the integration of unmanned systems, cyber capabilities, and advanced Anti-Tank Guided Missiles (ATGMs) amplifies the effects of small teams and individual fighters on the battlefield. The CONUS-

basing of the majority of the Army's operational formations also places a renewed emphasis on Expeditionary Maneuver, the rapid deployment of task organized combined arms forces able to transition quickly to conduct operations of sufficient scale and ample duration to achieve strategic objectives.

To overcome operational challenges, the Army must find solutions to counter these trends. By establishing the ends – Brigade Combat Teams (BCTs) with the lethality, mobility, and protection to achieve overmatch at the tactical level and the ability to conduct expeditionary maneuver and joint combined arms maneuver at the operational – the U.S. Army Combat Vehicle Modernization Strategy defines the objective requirements for fielding combat vehicles in the future force.

Prioritizing Efforts

To this end, the Combat Vehicle Modernization Strategy identified its highest priority as addressing existing and projected mobility and lethality capability gaps in the Infantry Brigade Combat Team (IBCT). Among the three types of BCTs, the IBCT is the Army's most strategically deployable formation, and therefore, most likely to rapidly deploy into chaotic and ill-defined conflict scenarios across the Range of Military Operations (ROMO). The greatest limitation facing the IBCT is its tactical and operational mobility, once deployed, and its limited formation-based lethality.

To address these critical shortfalls, the Army is pursuing a complementary suite of combat vehicles to advance expeditionary maneuver capabilities through increased mobility, protection, and lethality.

In the near-term, the Ground Mobility Vehicle (GMV) will enhance tactical mobility for IBCT infantry squads. Coupling improved mobility and speed enables units to avoid enemy strong points, reinforce threatened positions, and rapidly deploy elements to positions of advantage to exploit battlefield success. In the near- to mid-terms, the Light Reconnaissance Vehicle (LRV) and Mobile Protected Firepower (MPF) will be fielded to round out the complementary suite. The LRV allows cavalry formations to develop situational understanding through action, employ stealthy reconnaissance, and conduct security operations to protect maneuvering forces in unprotected GMVs. The MPF provides the direct fire lethality necessary to defeat enemy fortifications; destroy lightly armored vehicles; seize, retain and exploit the initiative; and maintain ground forces freedom of maneuver.

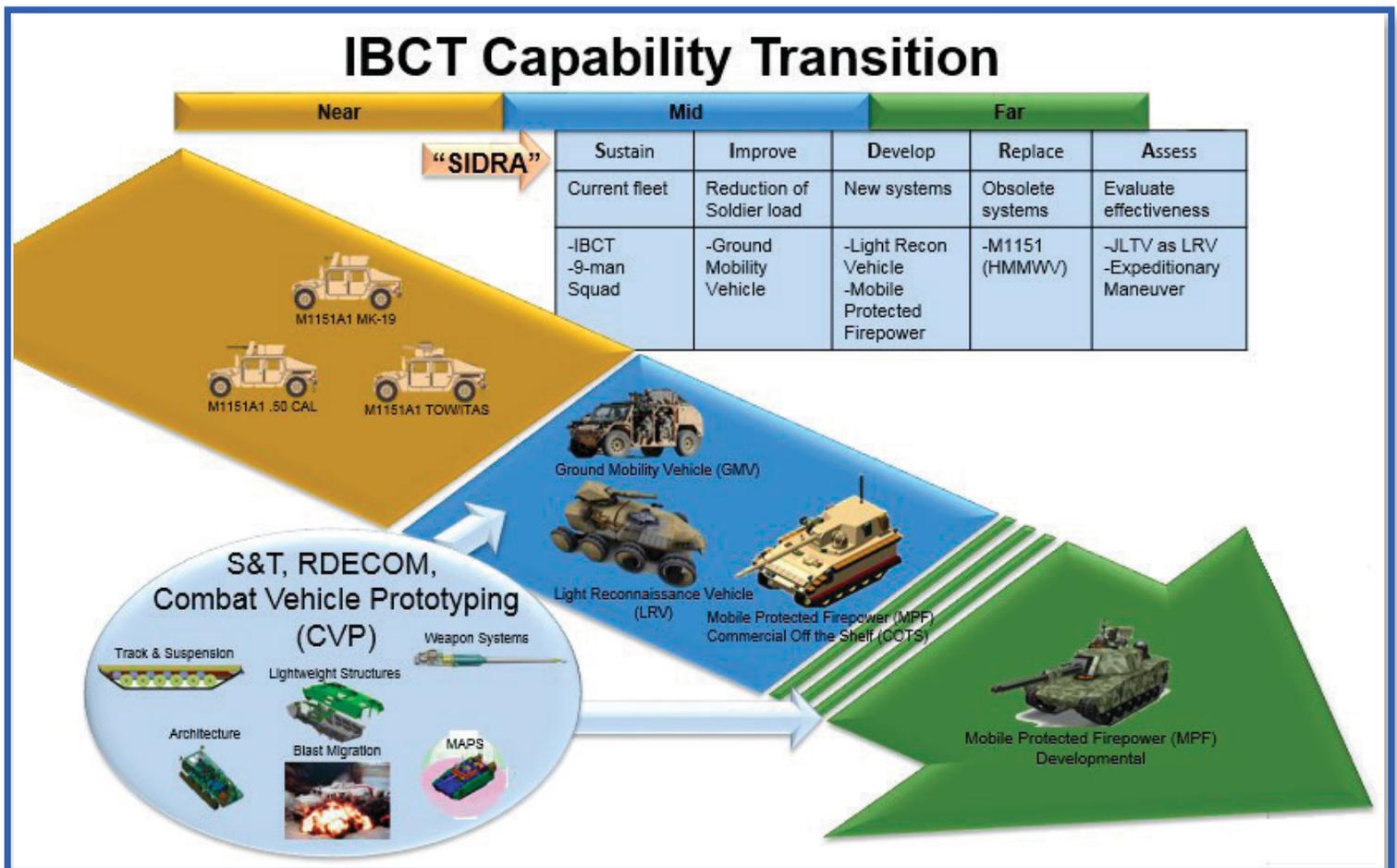


Figure 2 - IBCT Modernization

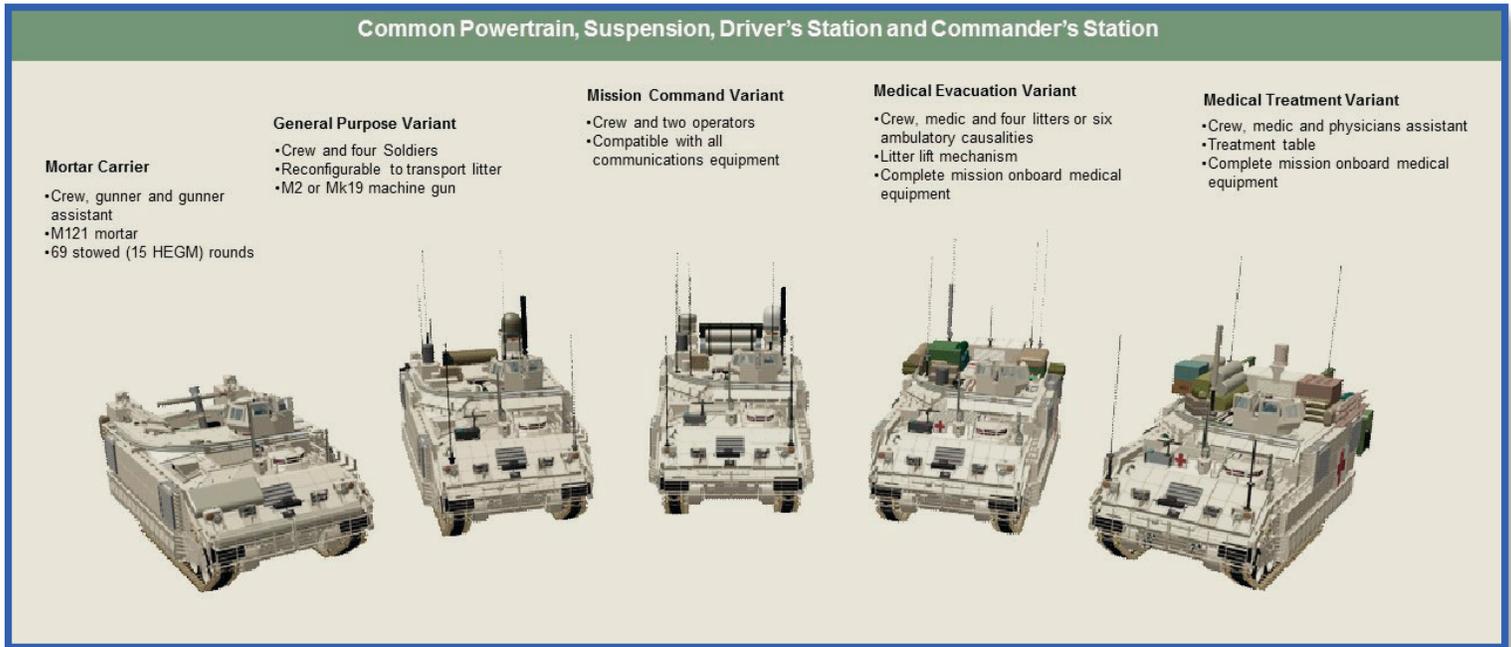


Figure 3 - AMPV Family of Vehicles (FoV)

Although the IBCT presents the highest modernization priority, simultaneous improvements are still required for the Stryker and Armor Brigade Combat Teams (SBCTs and ABCTs) to ensure overmatch against future threats. The ABCT remains, and will remain, the decisive strategic land asset for the United States. During Fiscal Year 2016, the maneuver portfolio within the Program Objective Memorandum (POM) 17-21 allocated over one billion dollars for combat vehicle modernization. For the ABCT, this ensured that ECP upgrades to the Abrams and Bradley fleet remain on-track and that early integration of active protection systems (APS) with hostile fire detection (HFD) to defeat ATGM and RPGs. Also within the ABCT, the Armored Multi-Purpose Vehicles (AMPV) began final testing and evaluation to meet its projected fielding timeline in fiscal year 2019.

As for the SBCT, initial systems upgrades must focus on improving the formation's lethality, while also focusing on improving crew protection. The changing operational context in Europe led the Army to initiate a series of Stryker lethality improvements in the Second Cavalry Regiment in Germany. Over the next several years, Strykers in Europe will be fitted

with 30mm cannons and Remote Weapon Station-Javelin (RWS-J). Fielding these capabilities will inform projected Stryker lethality upgrades scheduled for the remainder of the fleet during the 2020s. These programs run concurrently with fielding Double V-Hull (DVH) Strykers to increase the underbelly protection of the platform.

Combat Vehicles of the Future

In the midst of these ongoing modernization efforts, the Army cannot lose sight of the future. The Army must take steps to prepare for the Next Generation Combat Vehicle (NGCV) – an initiative that provides elements of platform and component commonality between a Future Fighting Vehicle and the Future Tank. Critical to these measures is platform, component, and subsystem prototyping. Prototyping informs requirements generation, reduces risk, enhances technology maturation, and drives down integration risk on critical capabilities development initiatives.

As we have witnessed both recently and in the past, combat vehicles prove a consistent feature on an inconsistent landscape. Thus, Army leaders must fully implement the Combat Vehicle Modernization

Strategy to not only ensure the readiness and capability of the present force, but also to guarantee overmatch against our potential adversaries in the future. Continuing to sub-optimize modernization threatens the Army's ability to execute its stated missions and provide national leaders with the options needed to make strategic decisions.

MAJ Andrew Forney received his commission through ROTC in 2002. He holds a B.A. in Philosophy from Western Maryland College, an M.A. in American History from the Texas Christian University, and is completing his Ph.D. in history from the same institution. Before becoming an FA59 in 2010, he served as an Armor officer in 2 Brigade, 1st Cavalry Division and in the 193rd Armored Brigade. His last assignment was as an assistant professor at the United States Military Academy. He currently serves as a Capabilities Integration Officer in the Maneuver Branch of the Maneuver, Aviation, Soldier Division (MASD), Capabilities Development Directorate (CDD), Army Capabilities Integration Center (ARCIC), at the US Army Training and Doctrine Command (TRADOC). MAJ Forney is married with two children.

MAJ Tony Alvarez received his commission through ROTC in 2003. He holds a B.S. in Agriculture from Texas A&M University-Kingsville and a M.A. in Public Administration from the University of South Florida. Before becoming an FA50 in 2011, he was branch detailed as an Infantry Officer with the 2nd Brigade Combat Team, 3rd Infantry Division and 158th Infantry Brigade, First Army. In the Adjutant General Corps he served with the 1st Brigade Combat Team, 3rd Infantry Division. He currently serves as a Capabilities Integration Officer in the Maneuver Branch of the Maneuver, Aviation, Soldier Division (MASD), Capabilities Development Directorate (CDD), Army Capabilities Integration Center (ARCIC), at the US Army Training and Doctrine Command (TRADOC). MAJ Alvarez is married with one child.



CONGRATULATIONS TO THE FOLLOWING SELECTED FA50 OFFICERS



**FOR SELECTION TO
PROMOTION TO
COLONEL:**

**LTC (P) Samuel Phillips
USARMY G-3-5-7**

**LTC (P) Richard DiMarco
USARMY G-8**

**LTC(P) Daniel Louis Lee
USARMY TRADOC**

**LTC(P) Edwin Serrano
USARMY G-8**

.....

**FOR SELECTION TO
ATTEND SENIOR SERVICE
COLLEGE:**

**LTC Matthew Olson
RAND Fellowship
(former I Corps CSL)**

**LTC George Polovchik
USARMY G-3-5-7
(former ARCENT CSL)**

**LTC Peter Rasmussen
USARMY G-3-5-7
(former ARCYBER CSL)**

**LTC Dan Zerby
USAREUR
(former USAREUR CSL)**

FA50 Teammates

Please join me in congratulating Force Manager Officers on their respective FY17 selections for promotion as well as those selected to attend Senior Service College.

**Well done!
-vr EDWIN SERRANO, LTC, IN (FA50)**



Congratulations



to the Functional Area 50 (FA50) Force Manager 2017 Broadening Opportunities Program Selectees

The FA50 PDO, in coordination with the FA50 Career Manager, conducted an annual panel review of application submitted for officers to participate in FA50 specific Broadening Opportunities Program. The Selection Panel convened on 27 October 2016 to select candidates for the FY17 Broadening Opportunities Program. The Members of the Panel were: COL Walker (President), COL Ward, COL Crump, COL Wilson, COL Deshields.

The target goal was 10 candidates. 5 x Advanced Civilian Schooling, 2 x Training with Industry – at AMAZON and FEDEX, and 3 x Fellowships, 2 at MITRE for Operations and Cyber Security and 1 at RAND Arroyo. The initial call for applications was issued by FA50 PDO via email on 2 May 2016, with a suspense of 23 Sep 2016.

The Officers' files were reviewed by the Selection Panel of FA50 Colonels with order of merit recommendations. The FA50 PDO consolidated the final recommendations and submitted the results to the Human Resource Command Career Manager. The Career Manager then submitted the recommendations to the FA50 Executive Agent (EA) BG (P) John George for final approval.

Notification Letters were sent out to all selectees upon the approval of the EA. Our 2017 Broadening Opportunities selectees are:

Advanced Civil Schooling:

MAJ Yong M. Yi
MAJ Johnathan N. Carter
MAJ Lauren R. Maloney
CPT (P) John P. Hartrich
CPT Alan J. Sawyer

Training With Industry:

MAJ Laron C. Somerville (AMAZON)
MAJ Jimmy M. Ross II (FEDEX)

Fellowship Program:

LTC Jason S. Liggett (RAND Arroyo)
MAJ (P) Latrice Clark (MITRE Cyber Security)
MAJ Chevelle P. Malone (MITRE Operations)

FA50 Teammates, Congratulations are in order! Please join me in congratulating these Force Management Officers on their respective selections into the FA50 Broadening Opportunities Program.

Dr. Ginette A. Braziel

Broadening Opportunities Program Manager
FA50 Proponency Office

FA50 - FY17 Education and Training

The purpose of the Army's Intermediate Level Education (ILE) program is to provide mid-grade officers a basic foundation in professional military education and leadership development training. This program develops leaders preparing them to execute full spectrum operations; it trains and educates leaders in the practice and values of the profession of arms; and prepares leaders to operate in joint, multi-national and interagency environments. ILE prepares officers for duty as field grade commanders and staff officers throughout the Army primarily at brigade and higher echelons.

How the Army Runs Course, FT Belvoir, VA

Phase I of the FA50 Qualification Course

Course #	Start Date	End Date
01-17	11-Oct-16	04-Nov-16
02-17	09-Jan-17	03-Feb-17
03-17	13-Feb-17	10-Mar-17
04-17	20-Mar-17	14-Apr-17
05-17	17-Apr-17	12-May-17
06-17	22-May-17	16-Jun-17

(Phase 1 cont.)

07-17	10-Jul-17	04-Aug-17
08-17	07-Aug-17	01-Sep-17
09-17	05-Sep-17	29-Sep-1

FA50 Qualification Course, FT Belvoir, VA

Phase II of the FA50 Qualification Course

Course #	Start Date	End Date
01-17	06-Feb-17	14-Apr-17
02-17	29-Jun-17	04-Aug-17

Intermediate Level Education FY2017 Schedule (Satellite Campus-Common Core)

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	4-Jan-17	5-Jan-17	20-Apr-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060
2	3-May-17	4-May-17	17-Aug-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060
3	28-Aug-17	29-Aug-17	14-Dec-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	3-Jan-17	4-Jan-17	19-Apr-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801
2	2-May-17	3-May-17	16-Aug-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801
3	27-Aug-17	28-Aug-17	13-Dec-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	30-Oct-16	31-Oct-16	2-Mar-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905
2	9-Mar-17	10-Mar-17	22-Jun-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905
3	5-Jul-17	6-Jul-17	19-Oct-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	5-Jan-17	6-Jan-17	21-Apr-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898
2	4-May-17	5-May-17	18-Aug-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898
3	29-Aug-17	30-Aug-17	15-Dec-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898



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An HRC Look at FA 50 Career Progression

by LTC Dan Curtis and
LTC Robert "Andy" Erickson

Your career success as an officer is completely defined by you and your own priorities, aspirations, and goals. At Human Resources Command we have several documents and guidance (both formal and informal) that we fall back on in respect to planning out a "successful" career as a Force Manager. For the purposes of this article, we outline a career development plan across 20 years of commissioned service while attaining the rank of lieutenant colonel with the opportunity to compete for service as an FA50 Colonel.

Most of you are familiar with DA Pamphlet 600-3 "Commissioned Officer Professional Development and Career Management". It is the officer's primary reference document for career management and specifically Chapter 30 for FA50 describes "the what", "the how" and "the when" in a career timeline. Within this article is our attempt to help add some of "the why" to 600-3 and the career development of an FA50.



*It's now time to take a holistic view of OPMS processes and systems as we know them today.
General. Dennis Reimer (33rd CSA)*

Much of what is contained in DA PAM 600-3 was informed out of Officer Professional Management System XXI (OPMS XXI)¹. OPMS XXI was published in July 1997 following a directive by the former Chief of Staff of the Army, Dennis Reimer to develop an officer corps that will meet the challenges of the early 21st Century.

The future described in OPMS XXI is now. Many 2LTs commissioned in 1997 will be retiring next summer after a 20 year career of honorable service to their nation. In keeping with the intent of the original OPMS task force's to adapt to current times, we are offering a modification of Bloom's Taxonomy to help give our population of officers more insight into career progression for an FA50 and their developmental assignments.

¹ For the full text of the Final OPMS XXI report go to this website: <http://usacac.army.mil/CAC2/cgsc/carl/docs/OPMSXXI.pdf>



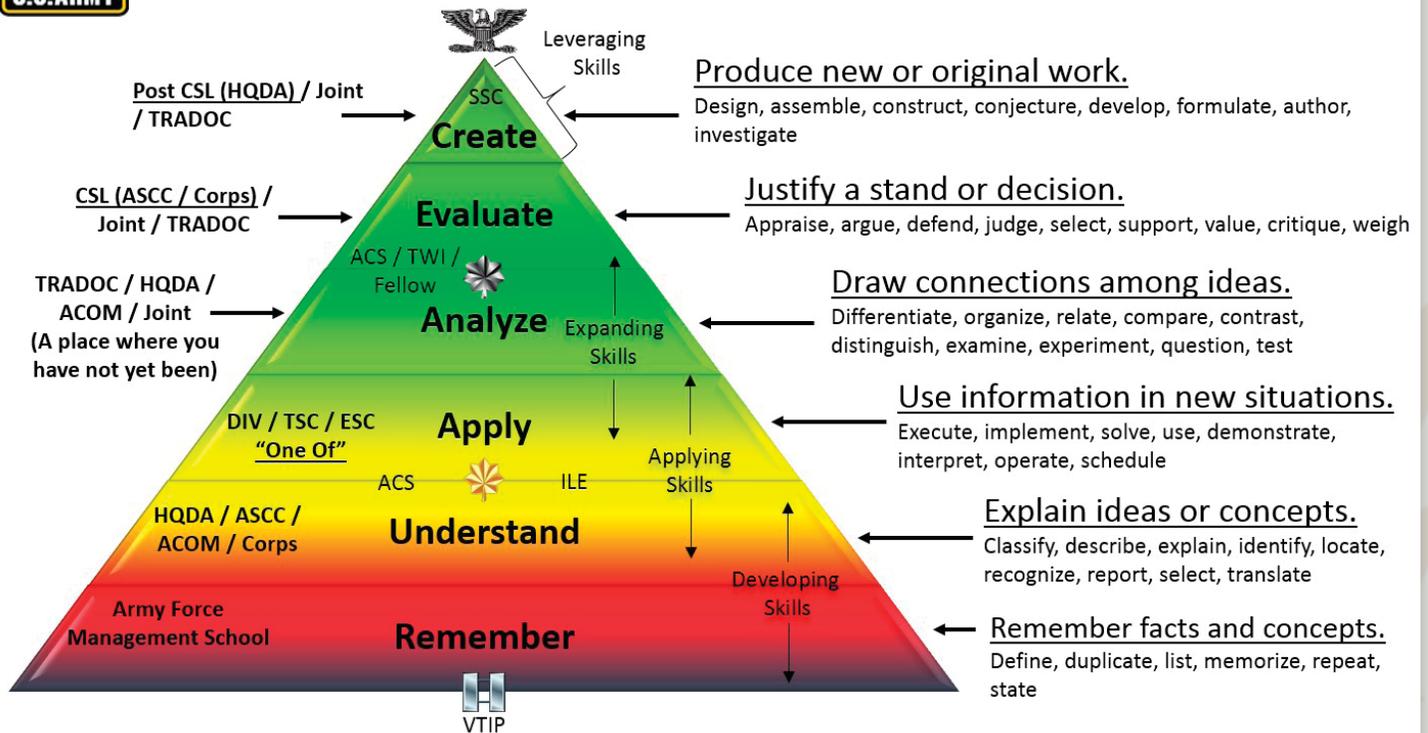
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FA50 Educational Taxonomy (Professional Development)



The FA50 career development model can be closely related to Bloom's taxonomy as a method of "learning to learn" our chosen profession. It affords opportunities at every level to grow and develop the vast skill sets required of all FA50s. Additionally this model provides the requisite skill sets necessary at a specific level of responsibility expected of our Officers based on their rank, time in grade, and years of experience as an FA50.

Baseline for this model is [Bloom's Taxonomy](#), Malcolm Gladwell's "[Outliers](#)", and DA PAM 600-3.

Figure 1 – FA50 Educational Taxonomy

Figure 1, above, is a visual representation of how Bloom's Taxonomy applies to your career development. Up the center of the pyramid are the phases of Bloom's taxonomy overlaid with typical promotion timelines. On the right of the pyramid is a definition of the taxonomy's phases and a list of key skills which are being developed during that phase. On the left of the pyramid is a typical FA50 career path with locations to foster this career development. As we progress through this paper we will expand on the skillsets learned at each phase of the taxonomy and the jobs that help foster those skillsets.

Bloom's taxonomy is defined as a set of three hierarchical models used to classify educational learning objectives into levels of complexity and specificity. Using this above modified Bloom



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Main OPMS XXI Recommended Actions

- Adopt a strategic approach to human resource system design and management.
- Implement a personnel management system based on career fields, with distinct groupings of branches and functional areas, to reflect the evolving needs of the Army today and into the future.
- Adopt a holistic approach by linking officer personnel management, character and leader development, and the Officer Evaluation Report (OER) into a total Officer Development System (ODS) XXI.
- Develop a mechanism to ensure alignment of authorizations and inventory.
- Establish new functional areas and eliminate others to address changing requirements.
- Assign all Army Competitive Category officers to a career field after they are selected for promotion to the rank of major.
- Conduct promotion boards so that officers compete for promotion to lieutenant colonel and colonel with other officers in their career field.
- Send all officers selected for promotion to major to resident intermediate-level military education and all officers selected for promotion to colonel to resident senior service college-level education.

model there are six phases or skills to master to becoming a fully developed FA50: Remember, Understand, Apply, Analyze, Evaluate, and Create. The following paragraphs define and identify the locations, what is typically expected of officers at this level, what leaders can do to assist at each level and our HRC perceived tips for success. In future Oracle articles we will delve into each level / rank with greater detail. To assist us with developing these future papers we will be reviewing all FA50 OERs, ORBs, and we will develop surveys to the field to ascertain exactly what it is that is making our officers excel. Our plan for this data is to develop a single reference point of best practices for job success and leader counseling at all levels within FA50.

To begin our look at FA50 career progression we should start where all Force Managers start,

at the Army Force Management School. This is every FA50 officer's first experience at what we do and is also the start of our professional development model. At this point every officer is in the "Remember phase" of their career development (refer to Figure 1). We expect officers in this remember phase to begin to define, duplicate, list, memorize, repeat, and state FA50's numerous missions, roles, functions, processes and governing regulations. We use the chart (Mother of All Charts- MOAC), next page, in Figure 2, to help facilitate this understanding of Force Management processes. Additionally, as we progress through our career development model we will refer back to Figure 2 to demonstrate the "why" of career progression as opposed to the "where and what." By the end of the Remember phase of your career development and your successful



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Keys to success in the Remember Phase

- Take your time at the school house seriously – you will rely on this information for the rest of your career.
- Ask questions if you are confused – do not leave the school house without a full grasp of the topics.
- Take time to really reflect on what you are learning and how it fits into the bigger picture – each piece of the Army Force Management Model ties into others and this linkage is important to understand.
- Challenge yourself – read every regulation and reference; become familiar with every policy you can. You will not have much time after the school to do this.
- Start to develop your contacts list – FA50 is a community of professionals who always help if you know who to call.

graduation from our qualification course, we expect that you are fully fluent in all of the individual processes and stakeholders that make up the Army Force Management Model.

As FA50 officers graduate from the Qualification course they move into the next phase of their career development, "Understand". During this phase you are

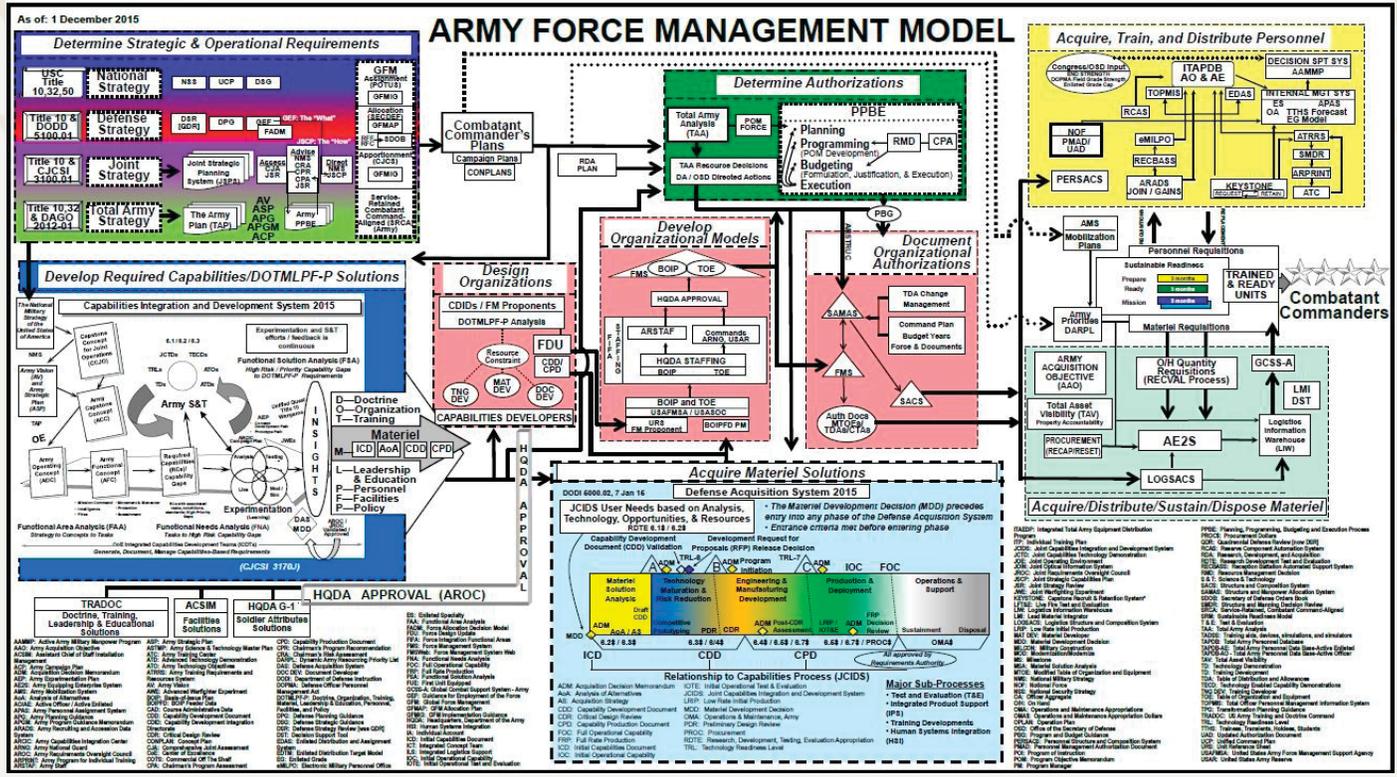


Figure 2– Army Force Management Model



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expected to continue to enhance your understanding of the concepts and processes that you learned in the school house. In this phase you are expected to classify, describe, explain, identify, locate, recognize, report, select, and translate FA50 problem sets to another senior FA50 based on your level of knowledge. We have classified the duty locations to the right as good fits for a newly trained FA50 in the Understand phase of their career development. The reason these locations are great for first assignment officers is that there are FA50 Central Select List (CSL) or Post CSL Force Mangers at these locations to help mentor, train, and foster your further understanding of the FA50 career field. Generally, officers progress from developing skills and knowledge into applying skills and knowledge during this phase. This shift should become apparent as you begin to move towards a more active role in working your organization’s FA50 problems. At the end of three years at your first duty location you should have a solid base-line understanding of FA50 problems, processes, and solutions that you can carry forward throughout your career.

Understand Duty Locations

UNIT NAME	LOCATION
ARCYBER	FT BELVOIR
ARCENT	SHAW AFB
ARNORTH	FT SAM HO
USARAF	CP EDERLE
HODA G3	PENTAGON
HODA G8	PENTAGON
USAREUR	LUCIUS D
FORSCOM	FT BRAGG
I CORPS	JBLM LEWI
III CORPS	FT HOOD
XVIII ABN CORPS	FT BRAGG
USARPAC	FT SHAFTE

Upon completion of your first FA50 assignment and completion of the “Understand” phase of your career development we send you off to serve on a Division or “Division-like” Staff for what we refer to as a “One of One” time. We call these positions this due to the fact that there is only one military FA50 to support the entire command. The table to the right identifies where these assignments are at. During this phase of your career development we expect you to execute, implement, solve, use, demonstrate, interpret, operate, and

Keys to success in the Understand Phase

- Find a good senior FA50 mentor that you trust to ask questions to – you will find yourself not understanding something and a good mentor can help to add clarity or context to a situation.
- Make the most of your time in the shadows–do not simply come to work and take a cubicle space. Ask to assist with projects that interest you. You may not be allowed to run the project but you can learn a lot from assisting.
- Try to get into every meeting that pertains to FA50–you can learn a massive amount by back seating or dialing into an AROC, JROC, AR2B, etc...
- Ask your boss to help you get into meetings with key FA50 leadership–you can learn a lot by watching an FA50 work a problem with another FA50.



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schedule all FA50 matters in support of the command that you are assigned to.

Upon completion of your first FA50 assignment and completion of the “Understand” phase of your career development we send you off to serve on a Division or “Division-like” Staff for what we refer to as a “One of One” time. We call these positions this due to the fact that there is only one military FA50 to support the entire command. The table to the right identifies where these assignments are at.

During this phase of your career development we expect you to execute, implement, solve, use, demonstrate, interpret, operate, and schedule all FA50 matters in support of the command that you are assigned to. It is important to point out that during your first assignment you may have only worked a small piece of the Army Force Management Model (Figure 2) at the strategic level. You could have been in the G8 or an ASCC/Corps Force integration shop and only have worked within the “Determine Authorizations” or “Acquire Material Solutions” parts of the whole Force Management Model during your time. This is why it is important that these jobs are on Division staffs. At the Division staff you are pushed back into the operational Army to work the entirety of the Force Management Model to refresh your FA50 knowledge while learning FA50 operations at the other end of the operational spectrum. Additionally, these jobs force you to be the action officer working and executing your own force management actions as part of a larger staff. You will no longer have a LTC or COL FA50 overseeing your day to day activities or your decisions. These jobs are challenging and will test your abilities as an officer and an FA50 and that is why they are considered “Key and

Apply Duty Locations

UNIT NAME	LOCATION
Apply Duty Locations	FT BELVOIR
UNITNAME	LOCATION
1st TSC	FT KNOX
21st TSC	PANZER KA
7th ID	JBLM LEWI
593rd SUS CMD	JBLM LEWI
82nd ABN DIV	FT BRAGG
101ST ABN DIV	FT CAMPBE
1ST CAV DIV	FT HOOD
1ST IN DIV	FT RILEY
4TH IN DIV	FT CARSON
1ST AD	FT BLISS
3RD IN DIV	FT STEWAR
3RD SUS CMD	FT BRAGG
13TH SUS CMD	FT HOOD
10TH MTN DIV	FT DRUM
20TH CBRNE	ABERDEEN
25TH IN DIV	SCHOFIELD
2ND IN DIV	CP RED CL
8TH TSC	FT SHAFTE
19TH SUS CMD	CP HENRY
RECRUITG CMD	FT KNOX
MSCOE	FT LEONAR
CASCOM / SCOE	FT LEE
AWG	FT GEORGE
MCOE	FT BENNIN
REF	FT BELVOIR

Developmental (KD)” per DA PAM 600-3. These jobs will primarily be what LTC promotion board members key in on when looking to select you for promotion. Once you complete this assignment you are considered “fully trained” as an FA50 Major and will be open to more diverse assignments / broadening opportunities.

At this point in your career you should be well on your way to becoming a well-rounded FA50. You would have served at both the strategic



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Keys to success in the Apply Phase

- **Watch other staff officers to learn how they interact with the rest of the staff – for many officers this will be your first experience as an individual staff officer. It is important to watch how the staff interacts to ensure that you understand how you should be interacting.**
- **Understand that you are still a DIV level staff officer – many FA50s argue about work that is given them at this level because “it is not FA50 work.” Never forget that you are a staff officer as well and are capable of performing duties as such – Do whatever the command needs.**
- **Regardless of what you are assigned do it to your best abilities – you can easily find yourself as a night battle captain. Be the best battle captain on the staff. This is how you get good OERs on the DIV staff level. Always be a team player and be the best staff officer that you can be.**

and operational levels while conducting our craft on numerous staffs under many varied conditions. You have progressed from remembering, understanding, to applying your skill set. You are complete with developing and applying your skills. Now it is time to move into the “Analysis” phase of your career development and continue to expand your skills. In this phase of career development we expect you to differentiate, organize, relate, compare, contrast, distinguish, examine, experiment, question, and

test all of your FA50 knowledge to date. The locations in this phase (depicted to the right) are almost pointless at this point as it depends more on what you personally feel you need or want to further explore over getting another generic FA50 experience. When choosing your location for this job you should look to a place with a job that you have not worked before. This is an outstanding time, if your file is strong enough, to apply for a Joint job or FA50 broadening opportunities. This is also your first

Keys to success in the Analyze Phase

- **DO NOT go back to your comfort zone. That will not progress you. It may be the path of least resistance but it will not further your career or your FA50 development**
- **Choose a job that is still demanding enough to keep your attention but is unique enough to broaden your knowledge base**
- **Do not fall into the trap of “This is how we have always done things” – at this point in your career it is all about opening yourself up to new ways of doing business regardless of how you have done them before.**
- **Take time to compare and contrast the business practices and processes that this job has to your previous jobs – these differences could form a good or bad opinion of how this job's way of doing business weighs against your previous assignments. At the end of the assignment you should have a pretty good idea of which systems / processes work best to carry forward in your future assignments.**



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Analyze Duty Locations

UNIT NAME	LOCATION
ARCYBER	FT BELVOIR
ARCENT	SHAW AFB
ARNORTH	FT SAM HO
USARAF	CP EDERLE
HODA G3	PENTAGON
HODA G8	PENTAGON
SOCOM	MACDILL A
USAREUR	LUCIUS D
FORSKOM	FT BRAGG
I CORPS	JBLM LEWI
III CORPS	FT HOOD
XVIII ABN CORPS	FT BRAGG
NGB	ARLINGTON
EUCOM	VAIHINGEN
PACOM	CP SMITH
USFK	CP HUMPHRE
CENTCOM	MACDILL A
NORTHCOM	FT CARSON
TRANSCOM	JB LANGLE
CYBERCOM	JB LANGLE
AFRICOM	STUTT GART
USARPAC	FT SHAFTE
EIGHTH ARMY	SEOUL YON
HODA OBT	PENTAGON
USAFMSA	FT BELVOIR
CAC Leavenworth	FT LEAVEN
TRADOC ARCIC	FT EUSTIS
BMC	FT BLISS
FCOE	FT SILL
MCOE	FT BENNIN
CYBER COE	FT GORDON

real opportunity to explore the TRADOC aspect of an FA50 career. I would caution that you should not seek out the easy job at the location you most desire as that can be seen as “taking a knee” on your ORB and can become evident in your OERs if you are not careful. During this

phase more than anything we want you to be doing something completely foreign to you so that you can compare and contrast different aspects of the FA50 job. By pushing yourself to have a whole new experience within the FA50 world you are inadvertently broadening yourself by experiencing whole new schools of thought and questioning, comparing, and contrasting them against the knowledge that you already possess. At this point in your career development you should begin to start making cross organizational correlations that help you to improve your holistic view of what are the best practices / procedures to be good at your chosen profession. Lastly this phase of your development is meant to set you up for future success as an FA50 LTC by showing you other ways (that may be better) of doing business than you already know.

Moving forward to the next phase of your career development you move into the “Evaluate” phase of Bloom’s taxonomy. In this phase to understand the locations for this job it is important to understand how Bloom defined it. Bloom defined the evaluate phase as “Justify a stand or decision.” It is also important to realize that the majority of FA50s have been out in the “Analyze” phase broadening themselves away from the operational Army. So the locations to the right are the most critical locations that will allow you to “Justify a stand or decision” and get re-operationalized. For the best FA50s among us, CSL is the best place for this phase of your career development. All FA50 CSL jobs force you to learn the requisite skill sets within this phase of your career development. Remember that we are leaders first and technical experts second. In this phase you should be learning how to appraise, argue, defend, judge, select, support,



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value, critique, and weigh the FA50 problem sets and decisions of your subordinate FA50s within and subordinate to your command. Additionally, all of our CSL jobs put you back into operational Army problem sets while working the entire Army Force Management Model. This phase is also the only phase of your career development where you can truly get into one of the most under-appreciated aspects of the FA50 job. Most people pay little attention to the arrow pointing to the right of the Army Force Management Model. It says "Combatant Commanders." It is all too easy to become too strategic or corporate and forget the ultimate end state of our efforts – the COCOM. In this regard, the Force Management model should probably be a circle, but I am sure that would be too hard to demonstrate graphically. I say a circle because it is a constant loop that begins with Strategic level decisions and ends with Combatant Commander Feedback. In this phase of your FA50 career development, and at the locations listed, you will be involved

Evaluate Duty Locations

UNIT NAME	LOCATION
ARCYBER (CSL)	FT BELVOIR
ARCENT (CSL)	SHAW AFB
ARNORTH (CSL)	FT SAM HO
USARAF (CSL)	CP EDERLE
SOCOM	MACDILL A
USAREUR (CSL)	LUCIUS D
I CORPS (CSL)	JBLM LEWI
III CORPS (CSL)	FT HOOD
XVIII ABN CORPS (CSL)	FT BRAGG
EUCOM	VAIHINGEN
PACOM	CP SMITH
USFK	CP HUMPHRE
THE JOINT STAFF	PENTAGON
CENTCOM	MACDILL A
NORTHCOM	FT CARSON
TRANSCOM	JB LANGLE
CYBERCOM	JB LANGLE
AFRICOM	STUTTART
USARPAC (CSL)	FT SHAFTE
INSCOM (CSL)	FT BELVOIR

Keys to success in the Evaluate Phase

- Place emphasis on learning the struggles that your Command is having (not just your commander, but your staff peers and subordinate commands as well) from a force management perspective – at this point in your career you can solve a vast portion of these leveraging your previous experiences and knowledge.
- Stop frequently to try to see the whole picture – it is easy to get caught up in your day to day duties and loose sight of how your day to day fits into the bigger picture. Do not fall into the trap of "This is how we have always done things" – at this point in your career it is all about opening yourself up to new ways of doing business regardless of how you have done them before.
- Take time to learn your entire AOR – having a holistic picture of all down-trace units to your organization will benefit you greatly. Once you know this you will begin to garner the context of your command's decisions.
- If possible make time to call FA50s in your AOR to insure that they are doing well and do not need assistance. This is your time to give back the gift of mentorship that you were given throughout your career.



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first hand in shaping and developing the Combatant Commanders feedback into our National Strategy. This input could be through an ASCC commander or as a senior member of a Joint staff / COCOM. That is why the jobs you see on this phase's list are all either CSL or Joint. It is extremely important as an FA50 community that we get this one last operational job on our Officers prior to bringing them back into the Pentagon and promoting them to Colonel. Without the context of the processes, procedures, and level of effort put into effectively providing force management support to a COCOM it is difficult at best to have a full appreciation of the challenges below you from a strategic level senior LTC job.

With all of this said – why do we not have CSL in the Pentagon? The reason is simple. We need our officers to be firmly grounded in the most recent operational level force management challenges to ASCC / COCOM commanders to fully appreciate the implications

Create Duty Locations

UNIT NAME	LOCATION
HQDA G3	PENTAGON
CSA	PENTAGON
HQDA G8	PENTAGON
OSD	PENTAGON
FORSCOM	FT BRAGG
NGB	ARLINGTON
USFK	YONG SAN
NDU	FT MCNAIR
CENTCOM	MACDILL A
ASA M&RA	CRYSTAL C
PACOM	CP SMITH
CAC LEAVENWORTH	FT LEAVEN
NORTHCOM	FT CARSON
TRADOC ARCIC	FT EUSTIS
BRIGADE MOD CMD	FT BLISS
ARMY WAR COLLEGE	MULTIPLE

and secondary ramifications of the decisions they will make as a branch chiefs, working in the next phase of their career development within the Pentagon. It is not that we are

Keys to success in the Create Phase

- **Do not rush to a “Create” job if you are not ready – If you are not yet ready, it will show, and that one bad OER can kill your career if you try to work at this level too early.**
- **You are now becoming a “Corporate level Army Officer” – You will be expected to – and should be able to produce new and innovative solutions to the Army’s most challenging Force Management problems using your whole professional development portfolio.**
- **Understand that your career will be micro-managed – The Army has invested hundreds of thousands of dollars and over 20 years in developing you. This is the Army’s time to get back what they paid for.**
- **Do not let your anxiety over SSC or COL selection ruin your opportunity to excel – if you spend all day trying to figure out how to “game the system” for selection at this point you probably will not be getting selected. It is your work output right now and at this level which demonstrates your ability for SSC / COL selection to the board.**
- **Invest in our future – Take time at every opportunity to foster the development of our FA50s junior to you. You made it to where you are – teach them how to do it.**



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weighing CSL or Joint LTC jobs as more important. Rather, it is that we are striving for a requisite knowledge base that we know is required to be completely successful in that Army staff senior LTC job. We simply cannot leverage this knowledge until we build it out in the field.

The final phase of your career development is the "Create" phase. This is the most important phase, containing the most important jobs for LTC FA50s. In this phase you will be the decision maker for large scale strategic organizations and projects in support of the Army's future. Within this phase you are expected to "Produce new or original work." That means that you are expected to design, assemble, construct, develop, formulate, author, and investigate various pieces and parts of the Army Force Management Model (Figure 2) to create an entirely new whole. To stress this point again, this is why CSL is where it is and why it is so important to your FA50 career. If you have followed this model for professional development you will have a vast toolkit of jobs and experiences that will bring context to the entire Force Management problem set that you will be asked to solve. On a cautionary note, it is easy to try to rush to these jobs because you feel like you are ready or somehow deserving. We strongly advise you to wait it out and follow this model in the previous pages. You have time to get to this level. There is no rush. If you do rush - it's only to failure (yours and the Army's). It is more important that you get all of the experiences that you can prior to going to one of these jobs. We should point out that the majority of these jobs are considered "Post CSL" and are personally managed by the HODA G8 Force Development Chief. Your career at this point will be micro-managed and

your flexibility of assignment is more reliant on what you have done, how well you did it, and where we, as a community, need your talents the most. This period of your career will be full of anticipation anxiety as you are constantly awaiting promotion / SSC results. Our best piece of advice, if you have followed this model and been successful (as demonstrated through your OERs), is to not get wrapped up on the output of a selection board. It is an incredibly tough cut, so do not undermine your career long accomplishments or personal feeling of self-worth by hanging your whole career on selection for SSC or COL. At this point your primary focus should be on doing the best job you can do to support the overall Army mission. If you have followed this model, demonstrated to the Army that you are "**The Best**" on your OERs, and are still producing results, the board will reward you.

As stated before, this paper is the first in a series of exploratory papers that, hopefully, will provide the population with an understanding of the "Why" of DA PAM 600-3 and also provide a starting point for discussion amongst all of us. At the beginning of the new-year FA50 (HRC/PDO) will begin to develop a survey to capture your thoughts and ideas on this topic so that we can further refine this model and eventually get to a listing of "Keys to success" to assist our Officers as they work to attain a successful / fully professionally developed career. Lastly, we would love to hear your feedback on this model and anything that you feel could help us further refine this into a useable tool for our population.



HRC Hot Topics for our FM Team,

Let me start by wishing all FA50s a happy holiday season. I hope you get time to spend with family and friends to reset as we go into 2017.

COMM: 503-613-6681
DSN: 312-983-6681

— LTC Robert "Andy" Erickson
robert.a.erickson16.mil@mail.mil

To close this year out I would like to briefly go into the following topics:

- 1st QTR 16 Voluntary Transfer Incentive Program (VTIP) Update
- The health of the FA50 branch – and implications of this health for future assignment cycles.
- Results and analysis of the FY16, Senior Service College (SSC) board.
- An update on all FY16 and FY17 upcoming boards for FA50s and how to prepare for them.

FA50 VTIP Needs Analysis			
Year Group	FA50s Needed	On Hand FA50s	VTIP Needed
2004	18	16	2
2005	18	18	0
2006	18	12	6
2007	18	22	0
2008	18	14	3
2009	14	8	6
2010	10	3	7

FA50 could use your help recruiting talented officers in the year groups listed in the table above. Please feel free to send me the names of any officer who has a strong file and potential to be a great FA50.

FA50 VTIP UPDATE

The 1st QTR FY17 VTIP List was released 7DEC16. Once again FA50 had a tremendous VTIP class of 18 outstanding officers. I would like to take this opportunity to welcome our newest FA50s.

- CPT AGOSTO DANIEL
- CPT BLACKLIDGE DREW A
- CPT CARBONE STEVEN A
- CPT FELIZ MAGDA DOLORES
- CPT FRANKLIN AUSTIN L
- CPT FULSANG NEIL EVAN
- CPT GIBBS JACOB B
- CPT GILBERT CHRISTOPHER PATRICK
- CPT GREEN JARRETT D
- CPT HACKETT DONALD S
- CPT HARVIE JAMES SCOTT
- CPT HATZINGER KYLE JARED
- CPT PARK JASON
- CPT PARTIN ANDREW S
- CPT READ JOHN P
- CPT ROUNDTREE CHAWN REGINALD
- CPT SHIPMON SUSANNA LOUISE
- CPT TERMINATO JOHN A

Ten of these officers are available to begin their FA50 journey at the HTAR/FA50Q courses next summer. At the beginning of the new year I will reach out to all of these officers to begin their upcoming PCS moves and get you on RFO to your first assignment.



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FA50 HRC QUARTERLY UPDATE

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SECRETARY OF THE ARMY - INSTRUCTIONS TO THE BOARD

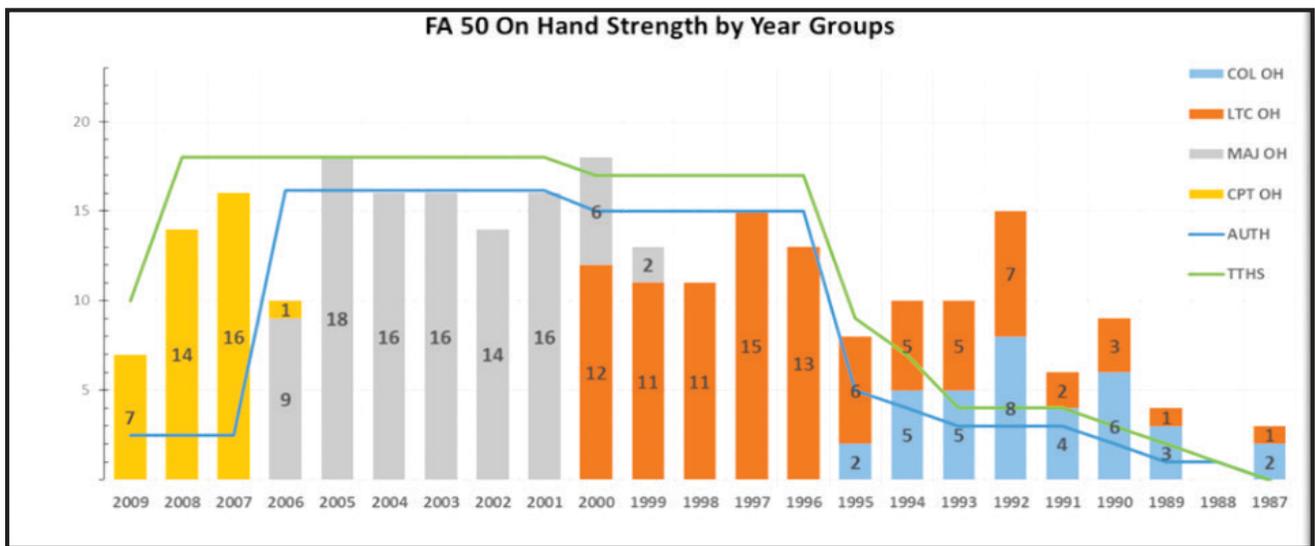
It is important that the officers you select have the right mix of field and headquarters experience, and the training to meet the current and future leadership requirements of both the Army and the Joint Force. Experience counts. Select those officers who have demonstrated the capability and potential to step into the toughest assignments and succeed from day one. . . Experience gained through deployments and in other challenging assignments prepare our officers to lead."

HEALTH OF THE BRANCH ASSESSMENT

Current Strength				Projected Strength			Officer Disposition			
Rank	AUTH	On-Hand	% On-Hand	Approved RET/SEP	Tentative RET/SEP	PROJ % On- Hand	TTHS	% Avail to fill 50A AUTH	Officer in 01A	Officer not assigned FA50
COL	23	35	152.17%	3	0	139.13%	7	108.70%	6	0
LTC	74	92	124.32%	7	8	104.05%	6	95.95%	3	2
MAJ	106	97	91.51%	3	7	82.08%	12	70.75%	0	3
CPT	6	38	633.33%	0	1	616.67%	3	566.67%	4	6
TOTAL	209	262	125.36%	13	16	111.48%	28	98.09%	12	11

BLUF: FA50 continues to lose talent at a higher rate than we are VTIP'ing Officers. This is most demonstrated in our MAJs. If this trend continues it will be harder for FA50 to fill our Majors Authorizations.

FA50 will increase our VTIP numbers by 18 Officers per the last VTIP panel. These officers will initially not solve our shortage problem in the near term and will take two to three years to fully manifest into useable FA50s.



Until FA50 is above 115% available we will have to reduce MAJs units on hand. We will maintain Army Manning Guidane Minimums.



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FY16 SSC Results

Congratulations to the following Officers selected for Senior Service College:

LTC Matthew Olson (Former I Corps CSL) Currently at RAND Fellowship

LTC George Polovchik (Former ARCENT CSL) Currently at HODA G3

LTC Peter Rasmussen (Former ARCYBER CSL) Currently at HODA G3

LTC Dan Zerby (Former USAREUR CSL) Currently at USAREUR

Operational Support Division SSC Results

FY16 SSC Results	SSC Board Results				Total Considered	Total Considered Minus Deferred	Status			
	Alternate	Deferred	Non-Select	Principal			Alternate	Non-Select	Principal	
							Pct Select	Pct Non_Select	Pct Select	
OSD	SC	14	4	131	25	174	170	8.2%	77.1%	14.7%
	CY	0	2	14	2	18	16	0.0%	87.5%	12.5%
	30	0	2	40	5	47	45	0.0%	88.9%	11.1%
	29	0	0	11	1	12	12	0.0%	91.7%	8.3%
	MI	16	2	209	19	246	244	6.6%	85.7%	7.8%
	24	0	0	24	2	26	26	0.0%	92.3%	7.7%
	57	0	0	48	4	52	52	0.0%	92.3%	7.7%
	48	6	4	129	11	150	146	4.1%	88.4%	7.5%
	52	0	1	51	4	56	55	0.0%	92.7%	7.3%
	34	0	2	42	3	47	45	0.0%	93.3%	6.7%
	40	0	2	42	3	47	45	0.0%	93.3%	6.7%
	50	2	0	55	4	61	61	3.3%	90.2%	6.6%
	59	3	2	97	7	109	107	2.8%	90.7%	6.5%
	53	0	1	43	3	47	46	0.0%	93.5%	6.5%
	49	2	0	89	6	97	97	2.1%	91.8%	6.2%
	46	4	3	46	3	56	53	7.5%	86.8%	5.7%
47	0	1	2	0	3	2	0.0%	100.0%	0.0%	
OSD Total		47	26	1073	102	1248	1222	3.8%	87.8%	8.3%

FA 50 Branch Message to the Field: FFA 50's overall selection rate for SSC is on par with most other functional area branches. This reflects on the accession of competitive officers and their continued strong performance once in the branch. One discriminator that was seen this year was CSL. The SSC board seemed to pick officers as soon as they are CSL complete and had two or more strong CSL OERs.



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FA50 HRC QUARTERLY UPDATE

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FA50 BOARD TRACKER

Board Name	My Board Dates	Start	End	Anticipated Release	MILPER
FY16					
MAJ ARMY PSB & ACC ILE	Complete	13-Jul-16	10-Aug-16	10DEC16(T)	16-091 16-095
FY17					
FY18 COL (OS) CMD / Key Billet	Complete	17-OCT-16	21-OCT-16	Names JAN17 Slate APR17	
FY18 LTC (OS) CMD / Key Billet	Complete	1-NOV-16	8-NOV-16	Names JAN17 Slate APR17	16-213
LTC Army (OPS, OS, FS) PSB and MAJ SELCON	11NOV16— 3JAN17	10-JAN-17	2-FEB-17	2JUN17(T)	16-275
COL Army (OPS, OS, FS) PSB		18-APR-17	5-MAY-17	2SEP17(T)	
MAJ Army PSB / ACC ILE		11-JUL-17	3-AUG-17	1DEC17(T)	
Senior Service College ACC		15-AUG-17	29-AUG-17	27DEC17(T)	
FY 19 LTC (OS) CMD / Key Billet		11-SEP-17	19-SEP-17	17JAN18(T)	

The next Board that will affect FA50s is the FY 17 LTC promotion board. It convenes 10 JAN 17.

Board Prep To Do List:

1. Discuss your next board at every rater / senior rater counseling session for OER timing. Once your board MILPER is released discuss your options for Complete the record OERs with your rater / senior rater.
2. Once the MILPER message for your board is released read it **twice!** The majority of questions that HRC receives about boards are already answered in the MILPER.
3. Check your OMPF early. Anything that is missing get with your local G1 to get documents in your OMPF.
4. Check your ORB. Coordinate with your local G1 to fix any errors.
5. Update your photo. The Regulation says 5 years but 2 is better. Less than 2 years if anything significant has changed. New awards, weight, rank, etc...

It is also a really good idea to read the HRC Board Pre Combat Checklist. You can view it by clicking here:

[HRC Promotion Board Pre-Combat Checklist](#)

**** Career Searching Tips for the Functional Area 50 Force Manager ****

by Eddie Rosado

The skill sets we have attained as change managers in the Functional Area (FA) 50 Force Management career field are handy and sought after in the government and civilian sector. I retired from the military with over 30 years of honorable service and with over ten years as a FA 50 Force Manager and would like to offer four recommendations on how to prepare yourself for life after the Army.

The first recommendation is to conduct a Force Design Update (FDU) on your abilities and figure out which FA 50 skills have implication in the government and civilian sector. The aptitude to manage change, formulate requirements and redesign organizations are the apparent skills that are pertinent and should be accentuated during your job search. I recommend adding additional proficiencies to your portfolio. Pursuing certifications in Program Management Professional (PMP), Lean Six Sigma (Green/Black Belt) and Society for Human Resources Management (SHRM) will have a significant return on investment for your portfolio.

The second recommendation is building and establishing solid professional relationships. It is instrumental to form professional contacts in different areas of your profession. Some of the professional relationships can be directly related to the FA 50 career field or in a wide collection of associations in the military and community. Take notice that I did not highlight networking opportunities. I am not saying that networking opportunities are not vital but true professional relationships are built overtime and are enduring. The networking opportunities may help you gain a quick gain or entry in the job search venture but, the professional relationships will survive the test of time.

The third recommendation is to take a good look in the mirror and evaluate your job search appearance. Review your game day outfit. Also look at your watch, accessories and hairstyle. I recommend wandering away a bit from the status quo business search attire. I endorse that you try to stand out without looking too flamboyant. The business card, resume and elevator speech will get you in the door but, the interview is the money maker. The interviewer will make their assessment of you within the first five to ten seconds. Look successful and confident in your business search outfit.

Lastly, be ready for the ups and downs while looking for a rewarding position with an organization. There will be some decent days and not so decent days but every day is a new day. Additionally, be alert of the long drawn out journey that some human resource personnel may take you on while seeking for a position. There likely will be numerous telecons, VTCs and interviews with no indicators that you are about to get an offer. It appears that some human resource specialists either do not know how to close out a job opening or do not have the authority to tell a job seeker that there is no need for position or that the offer no longer exists.

FA 50s are programmed to thrive and are capable of being major contributors to an organization in the civilian and government sector. My recommendations should be helpful whenever you elect to make that transformation in your professional career

Mr. Eddie Rosado is originally from Teaneck, New Jersey and received his commission through Seton Hall University in South Orange, New Jersey. He holds a bachelor of science degree in Business Administration, Master of Science in Adult and Continuing Education from Kansas State University, and Master of Science in Strategic Studies from the Army War College. He has served in the Air Defense artillery and the Quartermaster Corps before becoming an FA50 in 2000. Since then, he has served in numerous FA 50 positions to include USAR Force Management Director. He is currently assigned to the Office of the Chief Army Reserve, Army Reserve Installation Management Directorate as a Branch Chief for the Services Branch. Eddie Rosado is married with three children and enjoys physical fitness and spending time with the family in his free time.



readbooks



Functional Area 50 Force Manager Reading List

The FA50 PDO is currently in the process of reviving the professional reading list for FA50s. Below is a list from @ 2007. But, there have been a few recent additions. We would like to update this list.

We would like the list to primarily focus on items that have a direct impact on force management. If you would like to add to this list, please contact Mr. Sean Tuomey in the PDO and provide your input to the list.

1. Abraham Lincoln / Carl Sanburg
2. Army Relations with Congress: Thick Armor, Dull Sword, Slow Horse / Stephen K Scroggs
3. Battle Cry of Freedom: The Civil War Era / James McPherson
4. Black Lamb and Grey Falcon / Rebecca West
5. Black May / Michael Gannon
6. Break Through Thinking / Gerald Nadler & Shozo Hibino
7. Command Decisions / Blumenson and Greenfield
8. Command Missions / Lucian K Truscott
9. Crusade, the Untold Story of the Gulf War and Longe Grey Line / Rick Atkinson
10. Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff, and the Lies That Led to Vietnam / H. R. McMaster
11. Dull Sword, Defeat Into Victory / William Slim
12. Edge of the Sword / DeGaul
13. Future Edge / Joel Arthur Barber
14. George C. Marshall: Soldier-Statesman of the American Century / Mark A. Stoler
15. Henry V, IV / Shakespeare
16. History of the Peloponnesian War / Thucydides (similar to CSA Sublist 4 book)
17. Indian Fighting Army / Fairfax Downey
18. Inside al Qaeda: Global Network of Terror / Rohan Gunaratna
19. Lincoln finds a General / Williams

Reading List continued on page 36

Reading List continued from page 35

20. Makers of Modern Strategy: From Machiavelli to the Nuclear Age / Edited by Peter Paret
21. Masters of War: Classical Strategic Thought, 3rd Edition / Michael I. Handel
22. National Security Strategy of the United States of America
23. National Strategy for Combating Terrorism
24. Nimitz, Bull Halsey / EB Potter
25. On Becoming a Leader / Warren Bennis
26. Once An Eagle / Anton Myier
27. On War / Carl von Clausewitz, Edited and Translated by Michael Howard and Peter Paret
28. Patton Papers, Mark Clark / Martin Blumenson
29. Personal Memoirs of US Grant / Grant (CSA Sublist 2 Book)
30. Philadelphia Campaign of 1777 / Taaffe
31. Proud Tower, Stillwell and the American Experience in China, The First Salute / Barbara Tutman
32. Respectfully Quoted / Platt
33. Road to Stalingrad, Road to Berlin / John Erikson
34. Sherman Fighting Prophet / Lloyd Lewis
35. Special Operations Forces, Military Space Forces and Military Strategy / John Collins
36. Supplying War: Logistics from Wallenstein to Patton / Martin Van Creveld
37. The Art of War / Sun Tzu, Translated by Samuel Griffith
38. The Challenge of Change: Military Institutions and New Realities, 1918-1941 / Edited by Harold R. Winton and David R. Mets
39. The Clash of Civilizations and the Remaking of World Order / Samuel Huntington
40. The Dynamics of Military Revolution, 1300-2050 / Edited by MacGregor Knox and Williamson Murray
41. The Face of War / John Keegan (CSA Sublist 1 Book)
42. The Future of the Army Profession / Don Snider and Gayle Watkins, Project Directors
43. The General's War: The Inside Story of the Conflict in the Gulf / Michael R. Gordon and Bernard E. Trainor
44. The Lexus and the Olive Tree: Understanding Globalization / Thomas Friedman
45. The Making of Strategy: Rulers, States, and War / Edited by Williamson Murray, MacGregor Knox, and Alvin Berstein
46. The Mightly Eighth / Gerald Astor
47. The Peloponnesian War / Donald Kagan

Reading List continued on page 37

Reading List continued from page 36

48. The Road to Rainbow / Henry Gole
49. The Soldier and the State: The Theory and Politics of Civil-Military Relations / Samuel Huntington
50. Thinking in Time / Richard E. Neustadt and Ernest May
51. Transformation Leader / Noel M Tichy & Mary Anne Devanna
52. Transformation under Fire: Revolutionizing How America Fights / Douglas A. Macgregor
Ulysses / Tennyson
53. Understanding Variation, The Key to Managing Chaos / Donald J Wheeler
54. Victory on the Potomac / James R. Locher III
55. War in European History / Michael Howard
56. Washington, Lee, Lee's Lieutenants, Douglas Southall Freeman on Leadership / Douglas Freeman
57. Washington's Cross / Fischer
58. World Crisis, Never Give In / Churchill
59. Breaking the Phalanx, A new design for Lanpower in the 21st Century, Douglas A. Macgregor
60. How the Army Runs, 2015-2016, Army War College

PROCESS OF CENTRALIZED SELECTIONS

Centralized Selection List – Command and Key Billet (CSL-CMD/KB)

The centralized command and key billet selection system encompasses all aspects of the process for selection, slating, and assignment of officers to COL and LTC level commands and key billets. This system is a Chief of Staff, Army (CSA) program that places the best qualified officers in command and key billets who will best serve the Nation, the Army, and its Soldiers. The system is a year-round process. It includes the pre-board, board, pre-slate, slate, and post slate phases. The command/key billet slate is dynamic and changes throughout the year due to changes in unit and officer status (new Centralized Selection List (CSL) units, inactivations, declinations, deferments, extensions and curtailments). Each year, three HQDA selection boards convene to consider eligible Army Competitive Category (ACC) COLs and LTC (P)s for assignment to CSL – command and key billet designated positions. The selection boards convene according to the three officer personnel management functional categories of Maneuver, Fires, and Effects (MFE), Operations Support (OS), and Force Sustainment (FS). Board dates are announced by MILPER message. Officers provide their input by submitting preferences via an Army Knowledge Online (AKO) command/key billet Command Preference Designation (CPD) site. Each board selects officers by subcategories (Operations, Strategic Support, Recruiting and Training, Installation, and Key Billet). The Colonels Management Office slates the officers into specific units within each subcategory (based on CSA slating guidance). **The CSA is the approval authority for all CSL command/key billet slates.**

Declinations

An officer may decline to compete, without prejudice, prior to the convening of the HQDA CSL – Command and Key Billet Board. **Post-board declinations are considered “with prejudice.”**

Formal declination of CSL command/key billet will be submitted to the officer’s Human Resource Manager (HRM) in writing through the officer’s first GO/SES in their chain of command.

Deferments

There are three types of deferments (Operational, Personal, and Administrative). Officers must submit requests for deferment of command/key billet to Colonels Management Office within 60 calendar days of the official slate release date to receive “deferred principal” status if their request is approved, (sample request at link below). **The VCSA is the approval authority for all deferments.**

Extensions/Curtailments

Approval authority for COL level CSL extensions/curtailments:

- Commanders, MG and above – up to 30 days
- Commanders, ACOM, ASCC, or DRU – up to 60 days
- Requests for extensions/curtailments greater than 60 days must be approved by the VCSA
- All requests must be coordinated through chain of command and the Colonels Management Office, (sample request at link below).

CSL Constructive Credit – Command/Key Billet Tours

Officer submits request for constructive credit through current chain of command to the Director, SLD. Officer must be listed as a “Primary” or “Alternate” on a current or future valid CSL for commands/key billets. The minimum tour length for an officer to receive constructive credit for a command/key billet tour is completion of one-half of the normal key billet tour in CONUS and long tour areas, or 5/6 of a one year short tour.

ASSIGNMENT CONSIDERATIONS

High School Senior (HSS) Program: The High School Senior (HSS) Program provides assignment consideration to officers with children in high school. It is important for you to communicate the status of your family members to HRC as soon as possible in order to provide the maximum amount of planning time during the assignment process. Requests for high school senior consideration must be received at Senior Leader Development Office (SLD) during the summer between a child's sophomore and junior school years. While HRC will consider all HSS requests, the needs of the Army may dictate that the officer execute deployment or a short tour assignment in order to stabilize the family members. To apply officers must request enrollment in the high school senior program through their chain of command to the Chief, Senior Leader Development Division.

Exceptional Family Member Program (EFMP): Soldiers are responsible for keeping their EFMP enrollment current as exceptional family member conditions change or at least every three years, whichever comes first. The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical, and personnel services to families with special needs. Soldiers on active duty enroll in the program when they have a family member with a physical, emotional, developmental, or intellectual disorder requiring specialized services so their needs can be considered in the military personnel assignment process. Deletion from assignment instructions is not granted solely because of a soldier's enrollment in the EFMP.

Ref: AR 608-75, Exceptional Family Member Program

Married Army Couples Program (MACP): The Married Army Couples Program (MACP) provides regular Army service members married to other regular Army service members the opportunity to establish a joint domicile while fulfilling the Army's mission. CMO will coordinate with the two officers, the appropriate gaining commands and the Human Resources Command (HRC) as appropriate. If joint domicile cannot be accomplished, special instructions in the RFO will state that "a married Army couple assignment was considered but could not be accommodated". Army service members married to a member of the Reserve component or a member of another branch of the U.S. military may not enroll in the program, but may request re-assignment to join their spouse. (If married to a member of the Reserve component, the spouse must have been called to active duty for one year or more for joint-domicile consideration.) Readiness remains the number one priority, but we will strive to accommodate joint domicile assignments whenever possible.

Ref: AR 614-100, Officer Assignments Policies, Details, and Transfers, Paragraph 5-3a

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AFMS Online: <http://www.afms1.belvoir.army.mil>

HRC on-line: <https://www.hrc.army.mil>

Milper Messages:

<https://persomnd04.army.mil/milpermsgs.nof>

FA50s' DVIDS:

<https://www.hrc.army.mil/milper>

Where can I find information about FA50? You can find information about FA50 in DA PAM 600-3 Chapter 30 and at <http://www.fa50.army.mil/>. If you have an AKO account, you can also check out <https://www.us.army.mil/suite/page/194547>. You can also email questions to usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnelproponent@mail.mil.